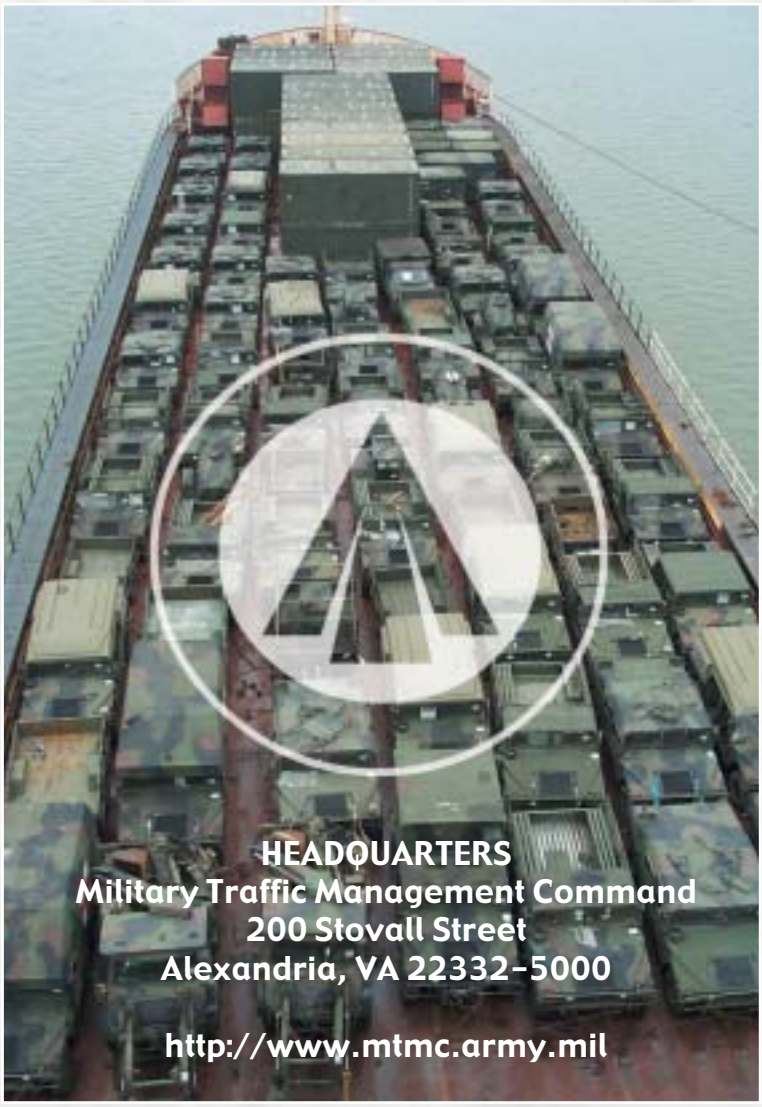
MTMC Strategic Plan 2002

Section One



HEADQUARTERS
Military Traffic Management Command
200 Stovall Street
Alexandria, VA 22332-5000

http://www.mtmc.army.mil

MAJOR SUBORDINATE COMMANDS

Transportation Engineering Agency (TEA), Newport News, VA

597th Transportation Group, Sunnypoint, NC

598th Transportation Group, Rotterdam, The Netherlands

599th Transportation Group, Wheeler Army Airfield, HI

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commander's message

The 21st Century demands 21st-Century organizations

The Military Traffic Management Command must move boldly into the future. In our world of defense, a vast transformation is underway, in which organizations, service members, their equipment, and tactics in combat are undergoing revolutionary change—ever more sharply focused by the events of September 2001. All this has enormous implications on how we will conduct business in the years ahead.

Within the commercial world, which supports us so well, there are continuing and accelerating changes in organizations and processes. Commercial software and web-based shipping applications are the standard—now. The pace of change is likely to accelerate, and we must leverage best practices.

Strategic Plan 2000 allowed us to make large strides in just two short years. This revision will enable us to continue that journey—building upon a clear vision and set of imperatives. The major focus of Strategic Plan 2002 is the linking of objectives with measures, targets and initiatives. In some cases—for example, the people imperative—you will see significant change. In other areas, we simply refined the goals and objectives. In all cases, however, our aim was to fill the gaps between objectives, measures and targets. Of particular note, we have added a second section to Strategic Plan 2002. It provides a plan of action, which identifies milestones associated with our efforts and metrics, against which to measure our success.

We must continually assess internal processes and procedures, become more analytical, yet maintain our momentum. At the same time, we must develop our ability to look externally—through the eyes of our customers—and provide end–to–end traffic management solutions that are both efficient and effective. We have focused on embedding these concepts in this update, with particular emphasis in the customer support and operations imperatives.

When process and organizational changes produce personnel turbulence, we will continue our superlative record of assisting people with training, education and new opportunities. We can never say enough about the people of MTMC—military, civilian and foreign national—who, in the final measure, make transportation happen for the Department of Defense.

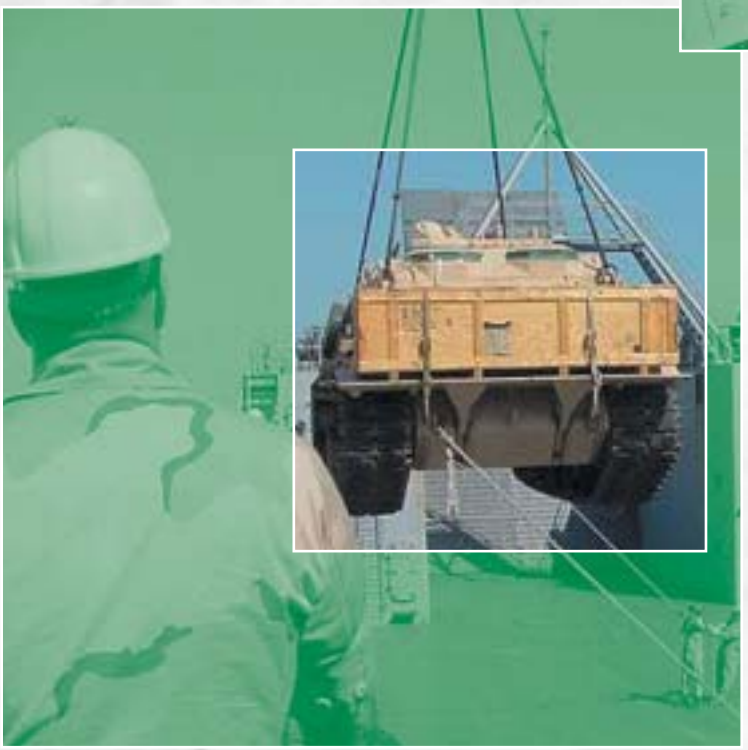
The path of change is never easy, but together, we can continue to build the future and enable MTMC to be the surface transportation manager of choice in DoD. I am pleased to say that the MTMC team worldwide contributed to the development of Strategic Plan 2002. I now challenge the entire MTMC team to keep it on track.

KENNETH L. PRIVRATSKY
Major General, USA
Commanding

introduction

Military Traffic Management Command's Strategic Plan 2002 consists of two sections. Section One contains the Commander's strategic guidance, which lays the foundation for MTMC's transformation strategy. This section outlines MTMC's mission and vision, along with the imperatives and objectives MTMC will use to measure progress towards becoming an increasingly efficient and effective 21st-Century organization. Section One further articulates the strategic goals for each imperative—our priorities—for the future.

Section Two of the plan lays out supporting measures, with targets and initiatives that directly link to our strategic imperatives. Further, this section contains detailed roadmaps and other working documents used to achieve our vision, as expressed in the measures and initiatives. Lastly, Section Two contains a plan of action and milestones, in strategic roadmap format, for each imperative and its supporting objectives, measures and initiatives. We used a balanced scorecard approach to translate our strategy into specific measurable objectives that serve to align our initiatives with our vision and goals. Due to its size, detailed content, and requirement for the details to change frequently, Section Two is restricted to internal distribution.



progress

With Strategic Plan 2000 as our guide, we have dramatically changed the Military Traffic Management Command. In organization, staffing, process and thinking, the Command of today has accomplished in two years what it would have taken 10 years or more to achieve through incremental changes. We are profoundly more efficient and effective. Our most important accomplishments include:

Organizational Improvement

- Transition to a single headquarters at two locations—MTMC Alexandria and the MTMC Operations Center, Ft. Eustis.
- Centralization of our Personal Property Directorate at MTMC Alexandria.
- Centralization of Mobilization and Reserve Affairs at the MTMC Operations Center.
- Standardization of MTMC Group and Battalion structure worldwide.
- Centralization of finance, personnel and supply functions to MTMC Alexandria and overseas groups.
- Task organization of our deployment support teams from multiple units.

Process Improvement

- Implementation of Direct Booking for ocean cargo.
- Realization of significant qualitative improvements in our personnel property program.
- Adoption of a single worldwide program for storage of privately owned vehicles.
- Adoption of the PowerTrack automated payment system.
- Participation in the Strategic Distribution Management Initiative.
- Implementation of an automatic fuel surcharge program for our transportation providers.
- Implementation of a pilot third-party logistics test, with a contractor supporting all transportation requirements in Alabama, Georgia and Florida.
- Adaptation of commercial solutions for container and rail management.
- Exploration of commercial alternatives to both our Global Freight Management System and Integrated Booking System.

Our results are significant. We have improved readiness command-wide, making us more agile to support military requirements. We have centralized many of our key functions, while moving to a single headquarters command concept, where duplication of effort is eliminated and singleness of purpose is strengthened. We have improved service to our customers, while reducing our cost. MTMC rates have declined three years in a row as a result of cost management efforts. That is unprecedented. Our ongoing exploration and adoption of commercial solutions—where they make sense—will further enhance our service delivery capability. And we have worked hard with our industry partners to strengthen communications and working relationships to the betterment of the Defense Transportation System.

While we're extremely proud of our accomplishments, we fully realize the many challenges that lie ahead. MTMC is prepared to face those challenges. Strategic Plan 2002 positions us for the 21st century.

- **Imperatives are specific focal points, toward which an organization directs its efforts.**
- **Goals are established to guide an organization's efforts toward supporting the imperatives.**
- **Objectives focus on actions within imperatives, and have a cause-and-effect linkage.**
- **Measures communicate the outcome of an objective—how progress is measured.**
- **Initiatives help drive MTMC to achieving the objectives and the goals.**

The Mission, Vision, Imperatives and Core Processes from Strategic Plan 2000 remain valid. However, our goals and objectives have been updated and refined, with additional clarification. The publication of Section Two represents a major improvement in our strategic planning process. It translates MTMC's mission, vision, and strategy into a coherent set of objectives and performance measures that link metrics to outcomes.

Metrics Linkage Concept (describes a cause-and-effect relationship)

Strategic Outcome Measure

Measures to determine progress toward a desired outcome. These are results-oriented (i.e., cycle time, service quality, customer needs met).

Leading Indicators

Measures that provide an early indication of progress toward the strategic outcome. These are the performance drivers (i.e, number of processes reworked, hours spent with customers, employee development).

Strategic Initiatives

Key actions or programs |initiated to close the gap between current perform-ance and desired outcomes (i.e., Direct Booking, SDMI, MTMC Streamlining).

future environment

We anticipated a significant change in MTMC's future environment as we moved into the 21st Century, but the terrorism events of September 11th and subsequent threats lead to an even more dramatic, instantaneous change which directly impact how MTMC operations must now adapt to this new environment. Asymmetric warfare and its consequences will place increased burden on our ability to protect and secure materiel effectively while in–transit and in our ports. These challenges necessitate closer, cooperative relationships with the commercial transportation industry and law enforcement and intelligence agencies. It also means that we must embrace more effective information technology to improve our operational command and control through full understanding of our customers' needs and our traffic patterns.

Our Command Operations Center must contain the tools, talent, and technology that will allow us to fuse disparate data into actionable information on a worldwide basis. Our tools will provide visibility and tracking of DTS cargo from the time a customer defines a requirement through final delivery. Door–to–door deliveries will be key to increasing safety and security of sensitive shipments. MTMC personnel must be prepared to operate in this new environment. We will provide a workplace that fosters professional growth and accomplishment by ensuring our people have the necessary skills and resources for success. Technology extends beyond traditional software solutions. Continuous, flexible, and secure communications with customers, carriers, and state and federal agencies will be the hallmark of our future method of operation.

The nature of DoD traffic management also must change and become more proactive vice reactive. While we will continue to rely on the commercial surface transportation industry for the capacity it can provide, we must also continually monitor the capabilities and limitations of carriers and the U.S. surface infrastructure to be prepared to move to alternative processes when warranted. This will require new tools to provide an end-to-end view of the logistics pipeline for management purposes while also ensuring positive control of individual or collective critical and sensitive shipments.

This new environment requires that MTMC fully understand the nature of 21st Century logistics and its increased complexity. The emergence of the total supply chain concept, use of third-party logistics capabilities, private contracts between major carriers and shippers, direct vendor delivery, time-definite delivery, and the impact of contractor logistics support complicate traffic management. Our information technologies must provide timely, accurate insights into our environment.

Throughout MTMC, our support to the warfighter, our primary customer, will be continuous. Our transportation engineering capability will be critical to assessing the strategic responsiveness of new 21st Century military equipment and force structures. Global power projection is the cornerstone of our National Military Strategy and MTMC capabilities are essential for this mission.

MTMC's challenge is to remain a vital part of DoD's global response capability. This will require forays into non-traditional areas with increased intensity. Our investment in command and control, safety and security, technology and people will allow us to remain flexible and respond to all future challenges.

Our Mission is to provide global surface transportation and traffic management services to meet National Security objectives in peace and war.

Vision

MTMC, provider of best value end-to-end surface transportation solutions.... any time or place, on time... every time.

Critical Challenges

- Establish MTMC as the global traffic manager of choice for origin-to-final-destination distribution of DoD passengers and cargoes in peace and war.
- Become a more efficient and effective organization by eliminating remaining pockets of redundancy.
- Leverage commercial capabilities by building on initiatives such as commercial software, direct booking, and performance-based contracting.
- Become the global surface traffic manager of choice for the warfighting Commanders-in-Chief and the Defense Transportation System.
- Provide end-to-end traffic management solutions. Eliminate redundant processes and artificial organizational walls, such as those that exist between domestic and international cargo movement, or rail and truck shipment modes.
- Become more reflective and analytic in the way we conduct our business.
- Make MTMC an organization of the 21st Century—focused on the Customer.

Core Processes

MTMC will continue to execute its mission through its three core processes:

- Surface movements
- Personal property and passenger movements
- Deployment engineering

surface movements

Today, MTMC manages or influences virtually all surface freight and cargo movement within the Defense Transportation System. The Director of Operations plays a major role in MTMC's execution of these responsibilities.

Through contracts and other arrangements, our Operations staff provides the methods that military installation transportation offices, military units, service headquarters, the Defense Logistics Agency, and other DoD-approved activities and contractors use to move freight in support of DoD's global commitments. Such freight includes fuel, ammunition, vehicles, repair parts, food, and other commodities.

Most of DoD's freight is moved by commercial railroads, trucking firms, barge companies, and ocean liner operators. Daily business focuses upon securing responsive, best-value transportation services for our customers.

A second critical component of surface movements is port management. MTMC serves as DoD's single port manager worldwide. Port management responsibilities include pre-deployment planning, terminal service contracting, documentation, cargo stow planning, and customs clearance. Port operations involving vessel load and discharge may be provided by MTMC-contracted stevedores or cargo handling units belonging to the Navy, U.S. Army 7th Group, or host nation military. MTMC's Reserve Component units and Individual Mobilization Augmentees are vital to successful port operations. Through the Deployment Support Brigade program, Reserve Component units are available to provide units on-site pre-deployment assistance.

The deployment, sustainment, and redeployment of our nation's armed forces are possible because of the support of our port operators, transporters, and logisticians worldwide.

personal property and passengers

MTMC is the executive agent for DoD Surface Passenger and Personal Property Shipment and Storage Programs, purchasing about $2.4 billion in transportation services each year. Under the direction of the Deputy Chief of Staff for Passenger and Personal Property, MTMC manages these quality-of-life programs, and provides the processes for the military services and their installation transportation offices to move passengers and personal property.

The Department of Defense moves more than 500,000 personal property shipments each year—more than 100 times the amount moved by the largest U.S. corporation. MTMC not only provides policy oversight for the DoD program, but also conducts negotiations with commercial carriers for rates and services in all aspects of worldwide transportation. These rates and services are then used by the military services in the relocation of our Nation's military men and women and their families. MTMC also manages the long-term storage program for household goods and privately owned vehicle movement, and directs special movements around the world.

The Department of Defense moves more than five million passengers each year—a number larger than the population of the metropolitan area of Washington, D.C. MTMC plays a significant role in this process. As the DoD program manager for surface commercial travel, MTMC supports the military services with a wide variety of passenger programs, such as Passenger Standing Route Order Program, rental cars, military recruit movements, Army special airlift missions, and surface (bus and rail) group moves. MTMC also serves as the customer interface for the DoD/General Services Administration City Pairs Program.

deployment engineering

MTMC's Transportation Engineering Agency provides global deployability engineering and analysis to support national security requirements and influence national transportation engineering policies. TEA possesses a highly motivated and customer-oriented team of specialists and engineers, advocating solutions to enhance the warfighter's power projection capability by:

- Executing the highways, railroads, and ports for national defense programs;
- Conducting force deployability, transportation infrastructure and operations/ exercise analyses;
- Assessing the capability of power projection platforms and seaports to meet deployment requirements;
- Ensuring that transportability design influence, criteria, and critical movement considerations are integrated into DoD's acquisition process;
- Formulating movement procedures for existing and future materiel;
- Developing deployability analysis techniques, transportation models, and simulations; and
- Managing the acquisition and distribution of authoritative transportation data in support of deployment requirements.

Together, these critical functions enable us to effectively support DTS stakeholders worldwide.

MTMC faces an environment that is ever-changing—a dynamic situation that presents many new challenges.

We are committed to meeting these challenges with timely and efficient solutions that provide our customers with the best-value support they need—when and where they need it.

In order to achieve its vision, MTMC has identified five strategic imperatives. Each of these imperatives is a specific focal point around which MTMC will direct its strategic planning efforts. The five imperatives follow:

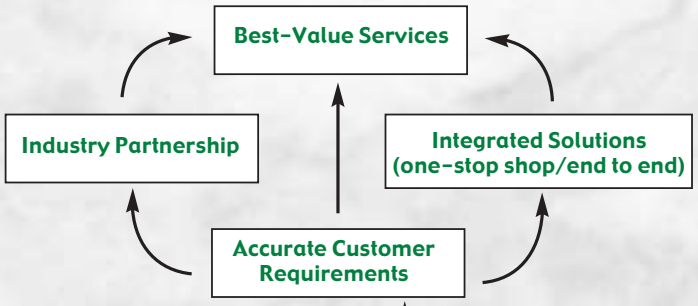
- **People**
  Strive to attract, develop, and retain a trained, ready and motivated employee by nurturing and fostering a new culture.
- **Information Dominance**
  Gather, process, assess, and act upon information before others are even thinking about it.
- **Operations**
  Provide DoD worldwide, effective, efficient, customer-focused surface transportation services under diverse conditions.
- **Readiness**
  Prepare personnel, plan operations, and maintain surface transportation infrastructure to assure the availability of needed lift capacity to meet taskings of CINCTRANS in support of warfighting CINCs.
- **Customer Support**
  Increase customer satisfaction by providing responsive, safe, best value service to our customers.

Each imperative has an overarching strategic goal. Each goal in turn is supported by a series of related strategic objectives. The relationship of the objectives, goals, and imperatives that support MTMC's vision is depicted in the graphic on the following page ...

MTMC, provider of best value, end-to-end surface transportation solutions: Any time or place, on time ... every time

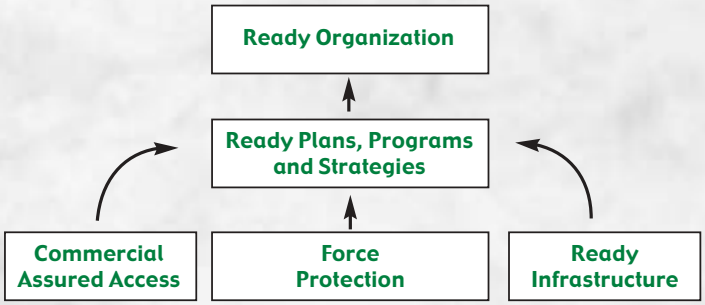
Customer Support

Goal: Fulfill customer needs by acquiring responsive, safe, customer-focused, best-value integrated services



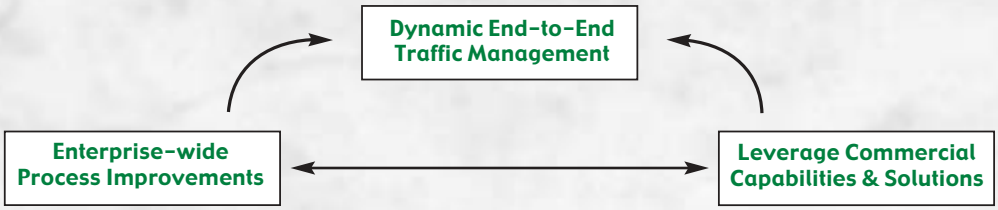
Readiness

Goal: Deliver capabilities to meet taskings of CINCTRANS in support of National Military Strategy



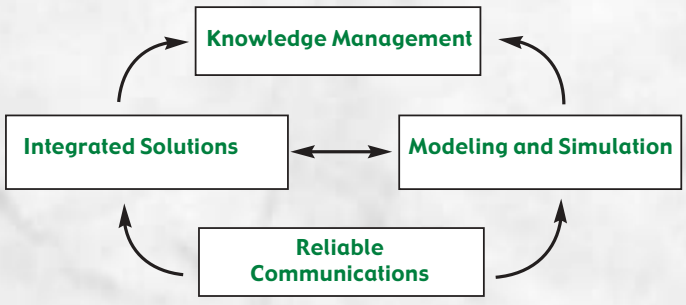
Operations

Goal: A redefined traffic management culture that embraces a proactive, analytical approach to global transportation management



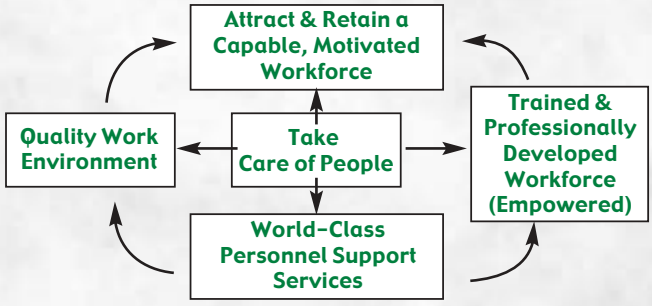
Information Dominance

Goal: Leverage emerging technology for information dominance



People

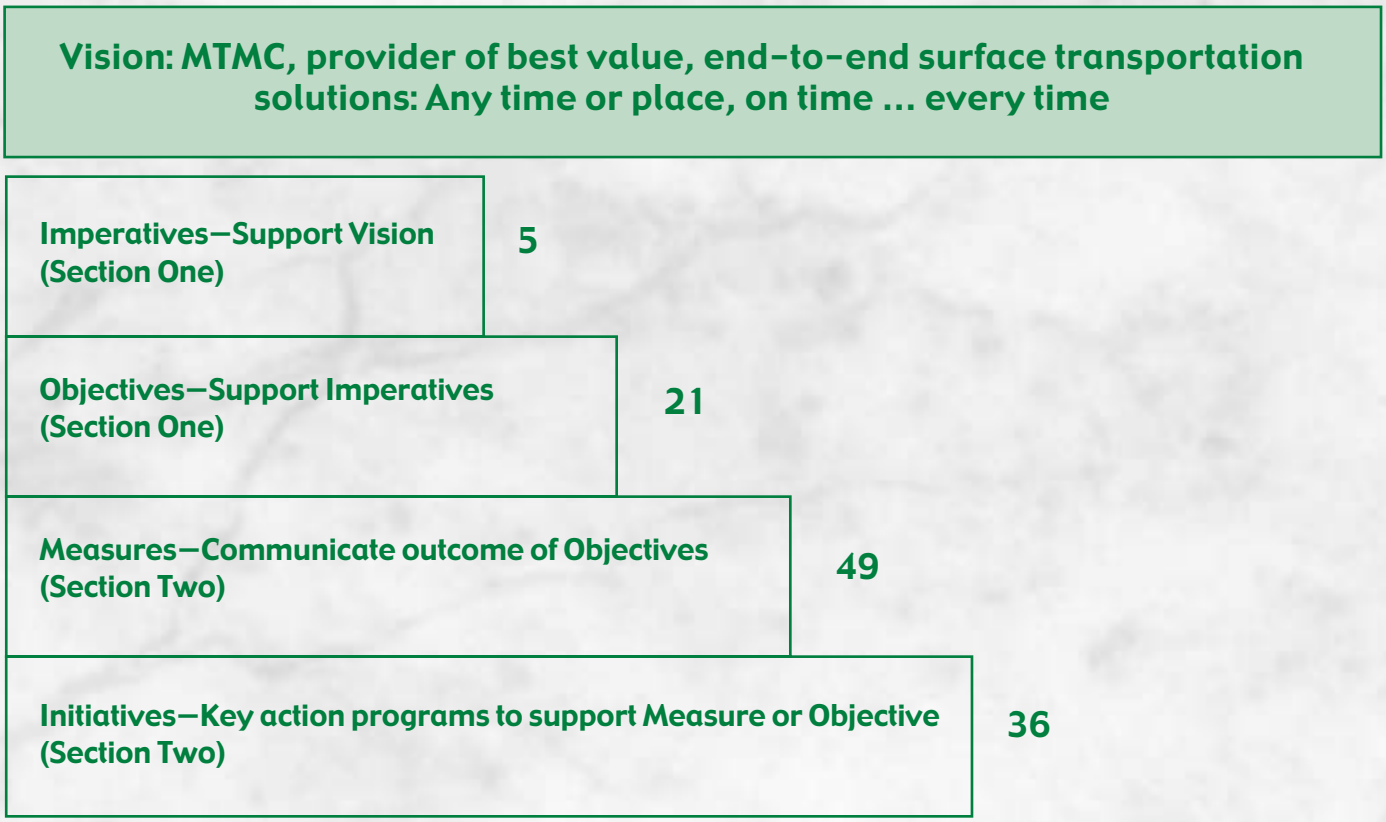
Goal: The right people, at the right place, at the right time, with the right skills



cascading elements

MTMC's strategic imperatives and supporting objectives were developed using a "Balanced Scorecard" approach. This approach provides a holistic view of the organization and translates MTMC's strategy into specific measurable objectives.

Each imperative is supportive and clearly linked to the U.S. Transportation Command Strategic Plan. The scorecard and roadmaps that identify the detailed metrics for each imperative are found in Section Two of the plan. The following graphic illustrates how the five imperatives cascade down through 21 objectives, 49 measures, and 36 initiatives to achieve the Command's strategic vision.



imperatives and objectives

The rest of Section One of the MTMC Strategic Plan will focus on the five imperatives. Each will be discussed in turn, along with its supporting objectives.

Let us start with the imperative we believe is the bedrock upon which the others are dependent—people. It is our people who have met the challenges of today and positioned MTMC to face the future. It is our people who, in the final analysis, will enable us to achieve all the cascading elements of our plan.

people

Goal:

The right people, at the right place, at the right time, with the right skills.

Intent:

To empower the men and women of MTMC to meet the challenges of today and tomorrow, and to achieve our strategic vision. People are the bedrock of our strategic vision. It is People who will accomplish the goals and objectives of this strategic plan. Our People must be carefully recruited, trained and given advancement opportunities, and sustained by fair and equitable treatment, in an accommodating work environment.

Objectives:

- **Attract and retain a capable, motivated workforce**
  Ensure quality people are recruited and welcomed into MTMC as valuable additions to the organization, and are recognized for their contributions.
  (Office of Primary Responsibility: MTPAL)

- **Quality work environment**
  Retain an effective quality workforce through support for innovative personnel initiatives and providing a quality work environment.
  (Office of Primary Responsibility: MTPAL)

- **Trained and professionally developed workforce**
  Enhance organizational performance by developing people to ensure retention of a competent, motivated, and committed workforce.
  (Office of Primary Responsibility: MTPAL)

- **Take care of people**
  Ensure MTMC personnel are paid, recognized, and awarded on time.
  (Office of Primary Responsibility: MTPAL)

- **Offer world-class personnel support services**
  Provide MTMC employees with a suite of comprehensive, efficient, and effective personnel support services.
  (Office of Primary Responsibility: MTPAL)

Champion and Office of Primary Responsibility: MTPAL (DCSPAL)

information dominance

Goal:

Leverage emerging technology for information dominance.

Intent:

Information Dominance connotes the successful integration of emerging technologies that enables tactical and strategic advantage by achieving situational awareness while denying information to the adversary. In transportation, information dominance is knowledge applied in the right context, at the right time to permit the unimpeded flow of passengers and/or cargo to their destination. Information Dominance means sharing knowledge with our partners, stakeholders, and customers that enable us to conduct dynamic, end-to-end traffic management operations on a global basis.

Objectives:

- **Reliable communication**
  Provide reliable (redundant) communications, to include all communications media, such as IT, networks, phone, radios, and SATCOM.
  (Office of Primary Responsibility: MTIM)

- **Integrated IT solutions**
  Provide integrated IT systems that support all phases of end-to-end Defense Transportation System services.
  (Office of Primary Responsibility: MTIM)

- **Modeling and simulation**
  Execute a modeling and simulation program, which supports both deployability engineering and dynamic end-to-end traffic management
  (Office of Primary Responsibility: MTTEA)

- **Knowledge management**
  Provide vertically and horizontally linked and integrated e-business tools, which enable rapid exchange and display of information and data.
  (Office of Primary Responsibility: MTIM)

Champion and Office of Primary Responsibility: MTIM (DCSIM)

Goal:

Redefine the Military Traffic Management Command's traffic management culture to embrace a proactive, analytical approach to global transportation management.

Intent:

The Operations imperative undertakes a cultural change in the way transportation management is defined. Operational improvements—such as opening stovepipes in the transportation pipeline, offering robust in-transit visibility throughout the entire process, and leveraging commercial capabilities/ solutions—will enable a responsive and flexible operational capability that meets our customers' needs at a competitive price. We will use key metrics to monitor progress, track trends, and identify problems. We will instill a quality culture that continually reviews, assesses, and improves our performance.

Objectives:

- **Enterprise-wide process improvement**
  Review, assess, and improve enterprise-wide processes to meet customer requirements and ensure a most effective and efficient organization (Office of Primary Responsibility: MTOP-G).

- **Leveraging of commercial capabilities and solutions**
  Leverage commercial capabilities/solutions by determining relevant functions, assessing commercial alternatives, deciding the best course of action, and implementing and managing change (Office of Primary Responsibility: MTOP-G).

- **Dynamic end-to-end traffic management**
  Develop a forward-looking traffic management culture, focused on integrated end-to-end systems that provide in-transit visibility, allowing MTMC to consistently anticipate, analyze, and act to facilitate global transportation services (Office of Primary Responsibility: MTOP-G).

Champion and Office of Primary Responsibility: MTOP (DCG-OPS)

Goal:

Deliver capabilities to meet customer needs in support of the National Military Strategy.

Intent:

Readiness is the cornerstone for our support to warfighting CINCs and the National Military Strategy. A ready MTMC is an organization sufficiently resourced and staffed by trained personnel, operating with well-maintained equipment and facilities, the result of focused acquisition and maintenance programs. The organization is further supported by a comprehensive and integrated planning process, resulting in efficient and effective world–wide operations, safe from terrorists or other hostile threats. By achieving a high state of readiness, MTMC will be prepared to support the CINCs across the entire spectrum, from Humanitarian assistance, to small-scale contingencies, to Major Theater Wars, to Homeland Defense.

Objectives:

- **Ready infrastructure**
  Provide relevant government and commercial infrastructure, tailored to optimize power projection and munitions support under wartime conditions, to include a weapons-of-mass-destruction environment (Office of Primary Responsibility: MTTEA).

- **Commercial assured access**
  Gain CONUS “assured access” to sufficient rail capability, intermodal capacity, equipment and lift, intermodal terminal services, and commercial sealift (Office of Primary Responsibility: MTOP-R).

- **Ready plans**
  Prepare plans, programs and strategies that support MTMC responsibilities and procedures, in support of the National Military Strategy (Office of Primary Responsibility: MTOP-R).

- **Ready organization**
  Ensure ready organizations with trained personnel and resources (e.g., funding, personnel, equipment), capable of supporting the National Military Strategy (Office of Primary Responsibility: MTOP-R).

- **Force protection**
  Minimize threats to MTMC personnel, assets, and cargo, through robust Force Protection processes and procedures (Office of Primary Responsibility: MTOP-D).

Champion and Office of Primary Responsibility: MTOP (DCG-OPS)

customer support

Goal:

Fulfill customer needs by acquiring responsive, safe, customer-focused, best-value integrated services.

Intent:

MTMC will attempt to provide 100 percent customer satisfaction every time. We will deliver our services with enthusiasm, meeting established dates, and with value-added and accurate information. Key to delivering these services are MTMC's dedicated men and women, who daily interact with and provide service to our customers. We will meet current and future challenges through a combination of deployed customer service representatives providing on site, face-to-face assistance to customers, and staff traffic managers providing services though a variety of media. Personalized customer services will leverage state-of-the-art information technology systems. We will measure and evaluate everything we do to insure customer service goals are met. "Every customer will find true value in their relationship with MTMC."

Objectives:

- **Accurate customer requirements**
  Understand and accurately define requirements through continual communications with customers (Office of Primary Responsibility: MTDAC).

- **Integrated solutions (one-stop shop/end to end)**
  Provide easy to understand systems and services that allow customers a single point-of-entry to MTMC's end-to-end services (Office of Primary Responsibility: MTDAC).

- **Best-value services**
  Provide transportation and traffic services that consistently give best value to the customer including comprehensive and reasonable pricing, quality service, Time Definite Delivery, and safe and secure shipments and passenger movements (Office of Primary Responsibility: MTDAC).

- **Industry partnership**
  Establish, maintain, and enhance positive professional relationships with MTMC's industry partners (e.g., carriers, other commercial contractors, industry associations).

Champion and Office of Primary Responsibility: MTDAC (DAC)

conclusion

MTMC embarked on its transformation journey by making significant process and organizational changes designed to position the command to face a variety of challenges as it enters a new dynamic era. Much is left to be done. We must build upon these changes and at the same time transform the culture of MTMC to one that continually looks for practical innovation while leveraging information technology.

Strategic Plan 2002 solidifies our vision, refines our goals, maps our objectives, and provides the means for measuring our progress with specific targets, and initiatives. We must now communicate, resource, obtain feedback from our work, and link individual performance to the plan. In short, we must institutionalize the process.

Our use of a structured strategic management system will provide a disciplined and performance-based focus to achieve our vision. However, the key to future success will be our people, who must assume ownership of this process. Our goal must be to make MTMC an employer of choice—while providing effective and efficient end-to-end surface transportation management for our warfighting and sustaining customers.

MILITARY TRAFFIC MANAGEMENT COMMAND

unit locations

HEADQUARTERS

MTMC, Alexandria, Virginia

MTMC Operations Center, Fort Eustis, Virginia

MAJOR SUBORDINATE COMMANDS

Transportation Engineering Agency (TEA), Newport News, Virginia

597th Transportation Group (Terminal), Military Ocean Terminal,
Sunny Point (MOTSU), North Carolina

598th Transportation Group (Terminal), Rotterdam, The Netherlands

599th Transportation Group (Terminal), Wheeler Army Airfield, Oahu, Hawaii

U.S. TERMINAL COMMANDS, OFFICES AND DETACHMENTS

Alabama

1184th Transportation Terminal Battalion, Mobile

California

834th Transportation Battalion, Concord

502nd Transportation Detachment (Contract Supervision), Sherman Oaks

900th Transportation Detachment (Contract Supervision), Sherman Oaks

639th Transportation Detachment (Automated Cargo Documentation), Vallejo

1394th Deployment Support Brigade, Oceanside/Camp Pendleton

1397th Transportation Terminal Brigade, Vallejo

6632nd Port Security Company, Vallejo

Connecticut

1205th Transportation Railway Operating Battalion, Middletown

Delaware

421st Transportation Detachment (Contract Supervision), Dover

Florida

954th Transportation Company, Cape Canaveral

1186th Transportation Terminal Brigade, Jacksonville

1156th Transportation Detachment (Contract Supervision), Daytona Beach

194th Transportation Detachment (Contract Supervision), Daytona Beach

352nd Transportation Detachment (Contract Supervision), Jacksonville

1159th Transportation Detachment (Contract Supervision), Orlando

195th Transportation Detachment (Contract Supervision), Orlando

76th Transportation Detachment (Contract Supervision), Orlando

388th Transportation Detachment (Cargo Documentation), Gainesville

499th Transportation Detachment (Cargo Documentation), Gainesville

508th Transportation Detachment (Cargo Documentation), Orlando

509th Transportation Detachment (Contract Supervision), Panama City

518th Transportation Detachment (Cargo Documentation), Gainesville

640th Transportation Detachment (Automated Cargo Documentation), Tampa

Georgia

1188th Transportation Terminal Battalion, Decatur

164th Transportation Detachment (Contract Supervision), Ft McPherson

Illinois

226th Transportation Detachment (Cargo Documentation), Highland Park

944th Transportation Detachment (Cargo Documentation), Bartonville

Iowa

4249th Port Security Company, Pocahontas

Kansas

77th Transportation Detachment (Contract Supervision), Manhattan

Louisiana

1190th Deployment Support Brigade, Baton Rouge

1192nd Transportation Terminal Brigade, New Orleans

342nd Transportation Detachment (Cargo Documentation), Baton Rouge

585th Transportation Detachment (Cargo Documentation), Ft Polk

Maryland

1176th Transportation Terminal Brigade, Baltimore

417th Transportation Detachment (Contract Supervision), Baltimore

468th Transportation Detachment (Contract Supervision), Ft Meade

200th Transportation Detachment (Cargo Documentation), Baltimore

202nd Transportation Detachment (Automated Cargo Documentation), Baltimore

Massachusetts

1173rd Transportation Terminal Battalion, Brockton

Mississippi

1181st Transportation Terminal Battalion, Meridian

Missouri

455th Transportation Detachment (Contract Supervision), St Louis

526th Transportation Detachment (Contract Supervision), Springfield

510th Transportation Detachment (Cargo Documentation), Belton

527th Transportation Detachment (Cargo Documentation), Belton

530th Transportation Detachment (Cargo Documentation), Belton

New Jersey

956th Transportation Company, Ft Monmouth

New York

1174th Transportation Terminal Battalion, Flushing

1179th Deployment Support Brigade, Fort Hamilton

1302nd Port Security Company, Orangeburg

139th Transportation Detachment (Cargo Documentation), Flushing

873rd Transportation Detachment (Cargo Documentation), Ft Wadsworth

North Carolina

1355th Transportation Detachment (Cargo Documentation), Southport

166th Transportation Detachment (Cargo Documentation), Ft Bragg

394th Transportation Detachment (Cargo Documentation), Ft Bragg

400th Transportation Detachment (Cargo Documentation), Ft Bragg

407th Transportation Detachment (Cargo Documentation), Ft Bragg

Pennsylvania

1185th Transportation Terminal Brigade, Lancaster

South Carolina

841st Transportation Battalion, Charleston

1182nd Transportation Terminal Battalion, Charleston

1189th Transportation Terminal Brigade, Charleston

596th Transportation Detachment (Cargo Documentation), Charleston

630th Transportation Detachment (Contract Supervision), N Charleston

Texas

842nd Transportation Battalion, Beaumont

564th Transportation Detachment (Cargo Documentation), Ft Hood

628th Transportation Detachment (Cargo Documentation), Ft Hood

369th Transportation Detachment (Contract Supervision), Houston

614th Transportation Detachment (Automated Cargo Documentation), Houston

Virginia

408th Transportation Detachment (Cargo Documentation), Ft Eustis

91st Transportation Detachment (Cargo Documentation), Ft Eustis

276th Transportation Detachment (Automated Cargo Documentation), Ft Story

Virginia (continued)

358th Transportation Detachment (Automated Cargo Documentation), Ft Eustis

491st Transportation Detachment (Automated Cargo Documentation), Ft Eustis

629th Transportation Detachment (Automated Cargo Documentation), Ft Eustis

Washington

833rd Transportation Battalion, Seattle

1395th Transportation Terminal Brigade, Seattle

355th Transportation Detachment (Contract Supervision), Ft Lewis

643rd Transportation Detachment (Automated Cargo Documentation), Spokane

652nd Transportation Detachment (Automated Cargo Documentation), Seattle

Wisconsin

343rd Transportation Detachment (Cargo Documentation), Ft McCoy

OVERSEAS TERMINAL COMMANDS, OFFICES AND DETACHMENTS

Azores (Portugal)

Azores Detachment, Lajes Field, Terceira,

Bahrain

831st Transportation Battalion, Manama

Germany

950th Transportation Company, Bremerhaven

Rhine River Detachment, Mannheim

MTMC Personal Property Office – Europe

Contract Support Cell, Bremerhaven

Greece

953rd Transportation Company, Piraeus

Guam

Ocean Cargo Booking Office-Guam, Apra

Italy

839th Transportation Battalion, Livorno

Japan

835th Transportation Battalion, Naha, Okinawa

836th Transportation Battalion, Yokohama

Ocean Cargo Clearance Authority - Far East, Yokohama

Certification and Billing Division, Yokohama

Ocean Cargo Booking Office - Okinawa, Naha, Okinawa

Kuwait

Kuwait Detachment, Kuwait City

Puerto Rico

832nd Transportation Battalion, Guaynabo

Qatar

Qatar Detachment, Doha

Saudi Arabia

Saudi Arabia Detachment, Dhahran

South Korea

837th Transportation Battalion, Pusan

Ocean Cargo Booking Office - Korea, Pusan

The Netherlands

838th Transportation Battalion, Rotterdam

Ocean Cargo Clearance Office - North, Rotterdam

Turkey

840th Transportation Battalion, Izmir

United Kingdom

951st Transportation Company, Ipswich

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